



King County

King County Employee Survey - 2012

Department Results and Analysis

Executive Offices



Prepared by Communication Resources Northwest

KING COUNTY EMPLOYEE SURVEY – 2012

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Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures¹. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.

¹ Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.

Understanding the Employee Experience

These “composite” measures enable a clearer understanding of the broad range of employee responses in aggregate and across different demographics.

STUDY MEASURE	OVERALL AVERAGE	EXECUTIVE OFFICES AVERAGE
Organizational Identification	4.09	4.46
Personal Capabilities	3.87	4.00
Customer Service	3.80	4.08
Mission and Goals	3.76	4.09
Professional Development	3.68	4.01
Respect	3.66	4.21
Employee Engagement	3.59	4.08
Tools and Resources	3.51	3.77
Teamwork	3.48	4.04
Supervision	3.42	4.10
Guiding Principles	3.41	3.98
Performance Communication	3.36	3.89
Continuous Improvement	3.14	3.82
Management	3.00	3.85

Executive Offices’ scores are higher than King County averages across survey measures. They are highly engaged employees who are very positive across all measures in the study.

The largest positive differences can be seen in perceptions of management, supervision, and teamwork.

Employees strongly identify with the organization, are positive about respectful treatment in the workplace, customer service, and professional development.

Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with '1' being low and '5' being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual's responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

DEMOGRAPHIC "SPLITS"

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive Offices leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.

Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

The Executive Offices' count from HCMS was 88; however, 91 survey respondents self-reported their primary departmental affiliation as "Executive Offices." As a result, the "total possible" number was adjusted to 91. However it should be noted that in addition to potential confusion with "Executive Services (DES)," several work groups were a part of the Executive Offices in the past, but their current organizational location is in a different department. This may account for this discrepancy in numbers².

EXECUTIVE OFFICES SURVEY RESPONSES

Executive Offices Employees: 91

Executive Offices Surveys Received: 91

Executive Offices Response Rate: 100%

MISSING DATA

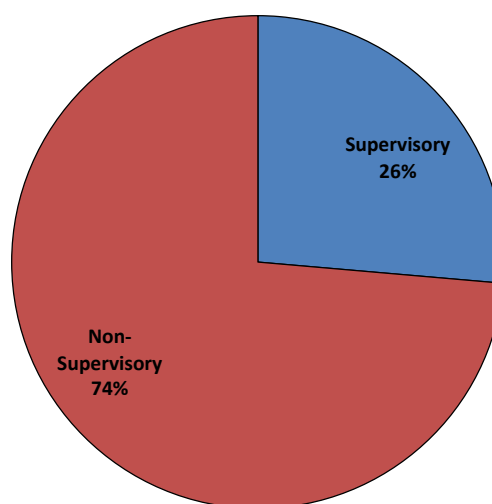
Executive Offices employees provided information on most questions. Missing data accounted for between 1 and 18 responses per question, with an average missing data rate about 5% across survey questions.

RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

The following charts describe the make-up of survey respondents.

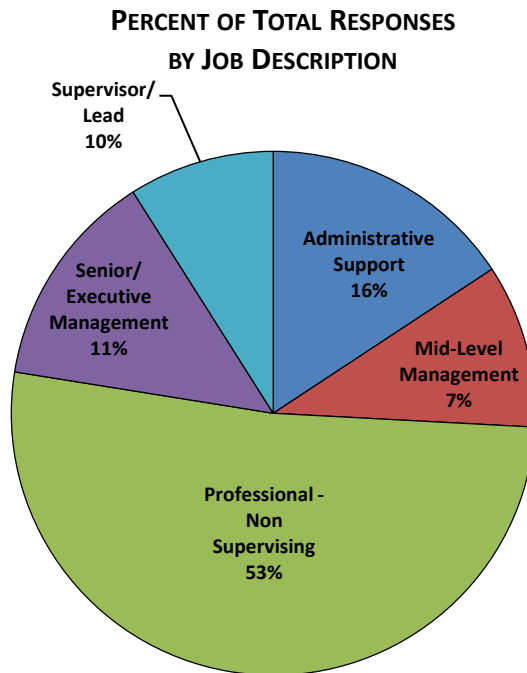
Most responding Executive Offices employees identify themselves as non-supervising employees.

PERCENT OF TOTAL RESPONSES BY SUPERVISING ROLE

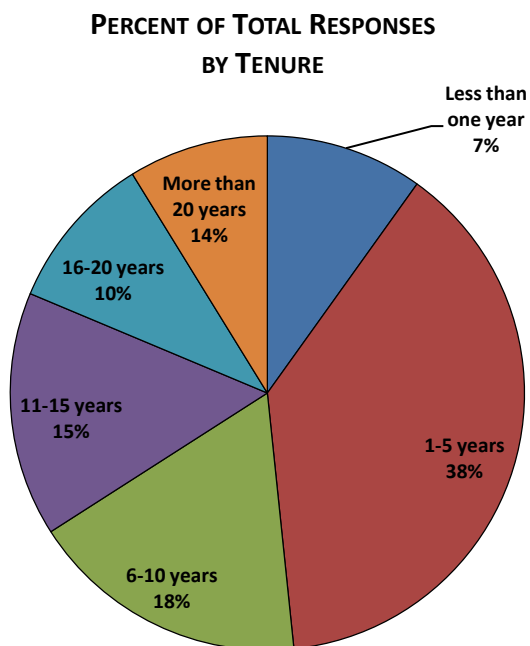


² In addition to the 91 respondents, 36 respondents selected Executive Office, but also indicated they either (1) were represented by a union or (2) worked in a location other than downtown. Since all employees of the Executive Office are at-will employees and located downtown, their responses were removed from this analysis as it could be reasonably assumed the selected "Executive Offices" incorrectly.

The chart below reports responses from different positions at King County. Just over half of employees identify themselves as “professional, non-supervising” employees.



With the exception of new employees, responses are fairly evenly distributed across tenure categories. Not surprisingly, new employees are much more positive than other employees in almost every measure in the study. However, those with between one and five years tenure and those with more than 20 years tenure are also more positive than those employees with between six and twenty years.



2009–2012 Comparison

For comparison purposes, Overall Satisfaction was measured in both 2009 and 2012. Executive Offices employees are much more satisfied than they were in 2009.

OVERALL SATISFACTION

2012 Average: 4.21

2009 Average: 3.79

Executive Offices employees report comparable scores for most items measured in both 2009 and 2012. However, they report much more positive perceptions of their department's collaboration with other King County groups and openness to new ideas. Employees are also more positive about all customer service questions, particularly how the group uses data to improve service delivery.

QUESTION	2009 MEAN	2012 MEAN	Δ
Overall, how satisfied are you with your job?	3.79	4.21	+0.42
I would recommend King County as a good place to work.	4.17	4.53	+0.36
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	4.10	4.47	+0.37
My work contributes to the success of King County government.	4.52	4.40	-0.12
I am familiar with my department, division, or agency's mission and goals.	4.03	4.29	+0.26
My department, division, or agency's mission and goals give direction to my work.	3.65	3.96	+0.31
My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i>	3.24	4.21	+0.97
I have a clear understanding of what is expected of me in my job.	4.16	4.08	-0.08
I receive information I need to do my job. <i>2009 Question: I receive information from King County that I need to do my job.</i>	3.74	3.81	+0.07
My department is open to new ideas to improve the way we work. <i>2009 Question: King County is open to new ideas to improve the way we work.</i>	3.29	3.96	+0.67
My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i>	3.83	4.33	+0.5
My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i>	3.47	3.97	+0.50
My work group uses customer input to improve service delivery. <i>2009 Question: Customer input influences decisions in King County.</i>	3.33	3.92	+0.59

Note: Δ = positive or negative change in the average between 2009 and 2012.

Some questions from the 2009 survey were changed from a broad King County focus to make them more relevant to employees' individual work groups. These scores are still comparable as it is quite likely that employees interpreted the 2009 questions relative to their individual experiences vs. the broader King County context.

Overall Results

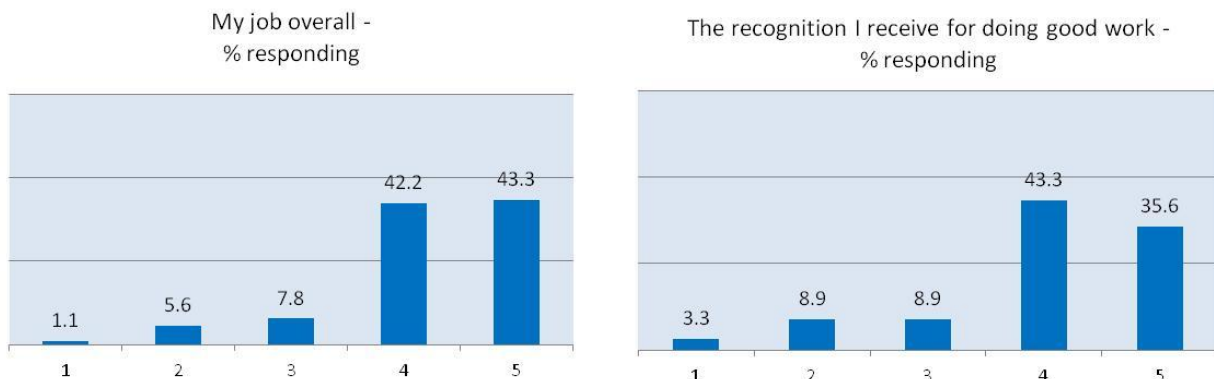
Following are the results for each of the questions asked in the 2012 Employee Survey. For each of the survey sections, the results are reported as overall means in a comparison bar chart. This enables the reader to see both the magnitude of the average and how each average compares to others in the section. Following the overall bar chart, the distribution of answers for each question is reported. This enables the reader to understand how employees responded to each question as a group to better understand if responses are more extreme or if they trend toward neutral.

OVERALL JOB SATISFACTION

Within King County Executive Offices, job satisfaction is very high. Employees express positive perceptions regarding the level of challenge in their work and supervision. They are also moderately positive about the recognition they receive, though less positive about the resources provided to do their jobs.

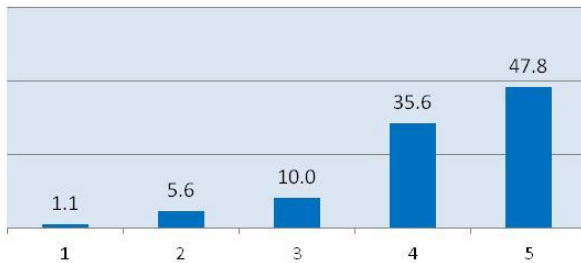


The distribution charts below illustrate that over 80% of Executive Offices employees are satisfied with their jobs and three-quarters are positive about the recognition they receive. This is more positive than most other departments and divisions at King County.

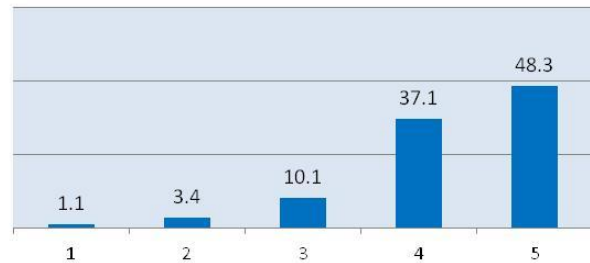


The vast majority of Executive Offices respondents are satisfied with the level of challenge in their work and with the supervision they receive.

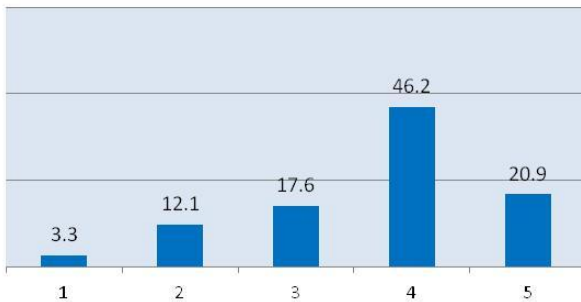
The level of challenge in my work -
% responding



The supervision I receive -
% responding



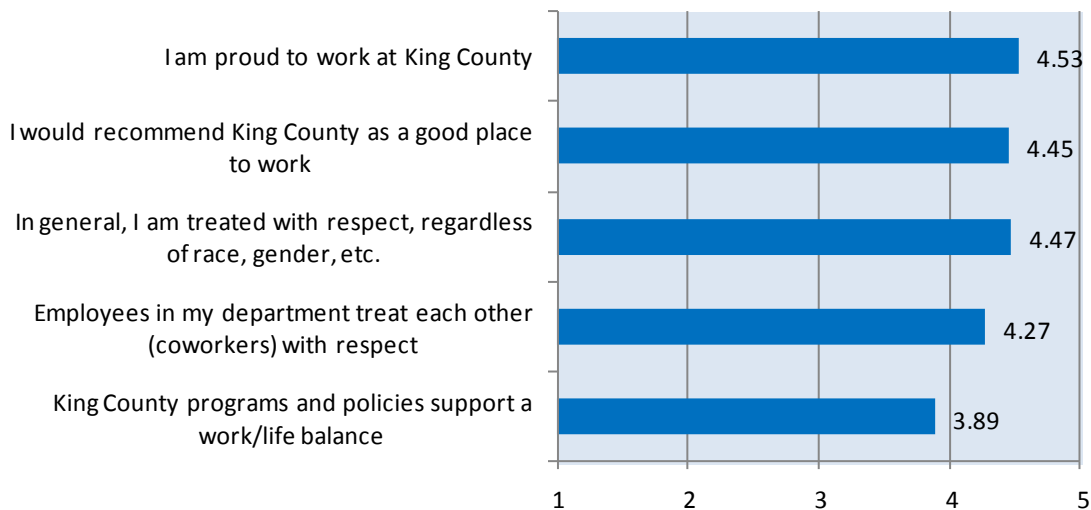
The resources provided to do my job -
% responding



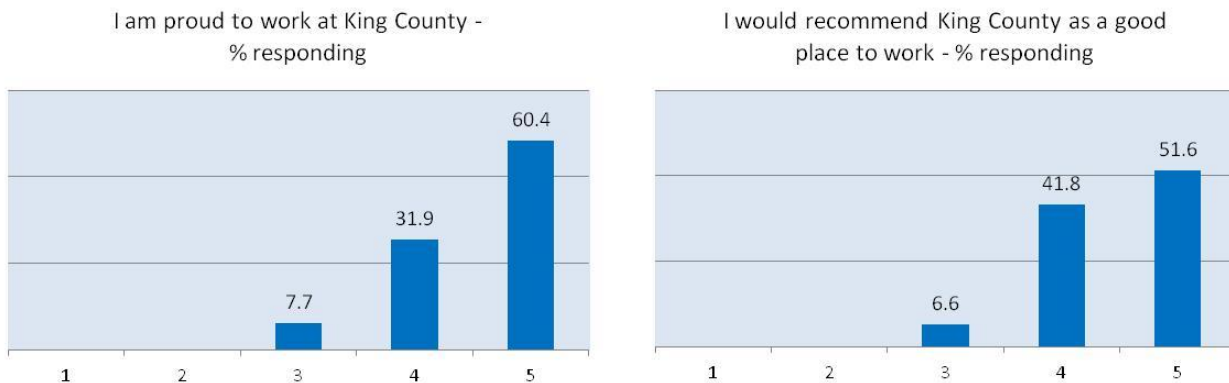
When asked about adequate resourcing, employees were more mixed in their perceptions, though most employees (more than two-thirds) nonetheless report positive responses.

WORK ENVIRONMENT³

The majority of employees in the Executive Offices feel proud to work at King County, would recommend the County as a good place to work, and feel they are treated with respect. Though somewhat less positive than the other very high averages in this section, employees from Executive Offices report some of the most positive responses county-wide of the County's support for work/life balance.



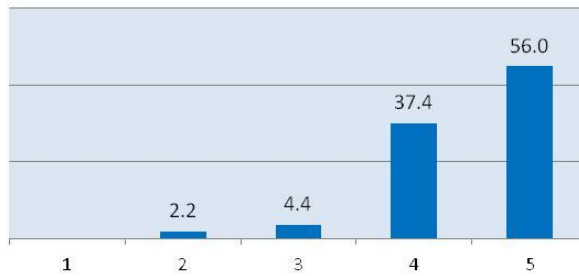
The vast majority of Executive Offices respondents is proud to work at King County, with no respondents offering strongly negative responses. Of note is that more than half of responses provided the most positive response possible to this question. As a group, Executive Offices respondents would overwhelmingly recommend King County as a good place to work.



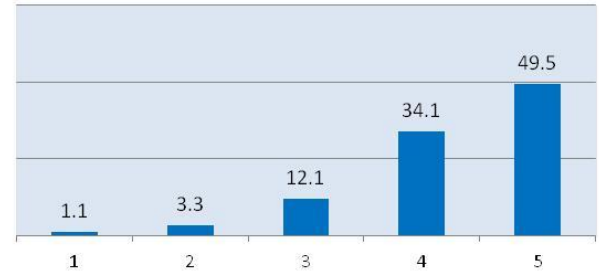
³Third question in "Work Environment" reads: "In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity, or expression, color, marital status, religion, ancestry, national origin, disability, or age." This question was also asked in 2009, with comparison data reported earlier in this report.

Executive Offices respondents are also overwhelmingly positive about respectful treatment in the workplace related to race, gender, and other demographic groups, with more than 90% answering positively. Asked about respectful treatment from co-workers, responses were also solidly positive, with over three-quarters answering positively.

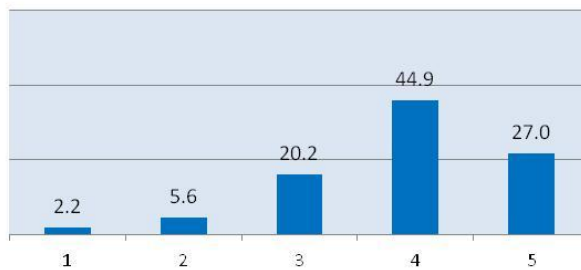
In general, I am treated with respect,
regardless of my race, gender, etc. -
% responding



Employees in my department treat each other
(coworkers) with respect -
% responding



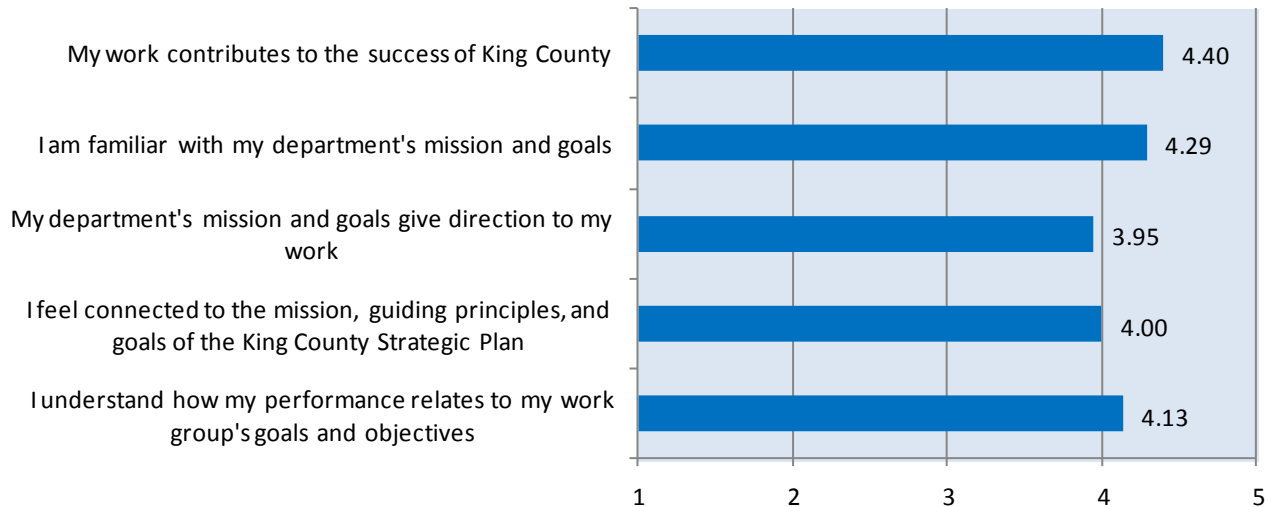
King County programs and policies support a
work/life balance -
% responding



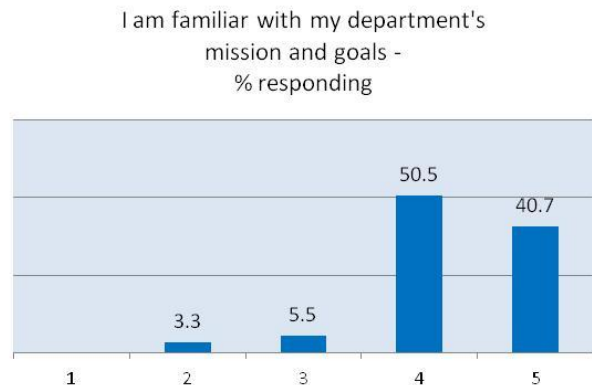
In this section, respondents are the most mixed regarding work/life balance as supported by King County, but more than two-thirds nonetheless answer quite positively.

MISSION AND GOALS

This section of the survey measured employees' perceptions of both the mission and goals of King County and their department/division, as well as their perceptions of how their work is valued and goal-directed. Employees in Executive Offices believe their work contributes to the success of the County and are very familiar with the Executive Offices' mission and goals. They also clearly understand how their individual performance relates to the office's goals and objectives.

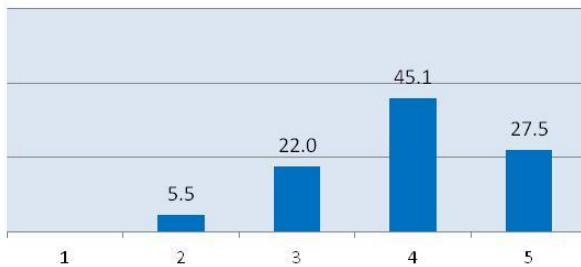


Executive Offices employees clearly believe their work contributes to the success of King County and are familiar with the department's mission and goals, with over 90% answering these questions positively.

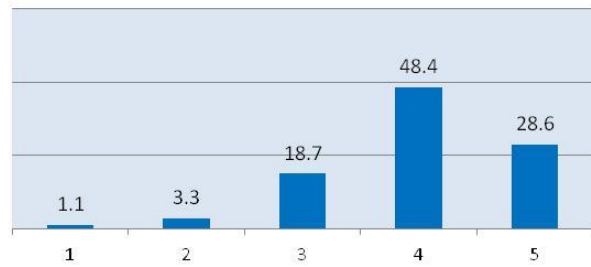


Two-thirds of Executive Offices respondents are positive about the direction that departmental mission and goals give to their work. Not surprisingly, respondents mostly feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.

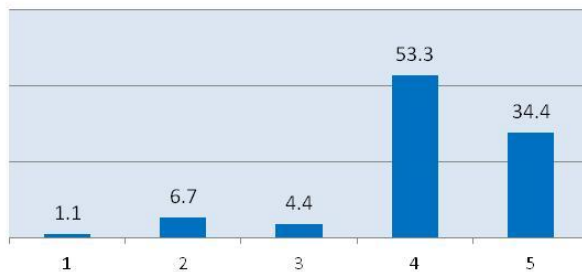
My department's mission and goals give direction to my work -
% responding



I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan - % responding



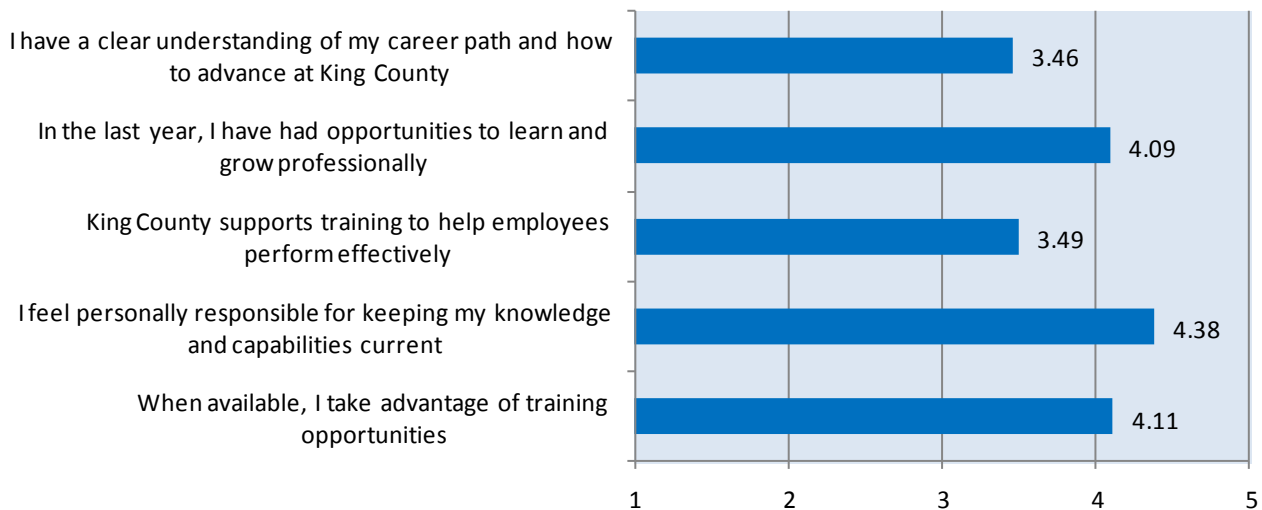
I understand how my performance relates to my work group's goals and objectives -
% responding



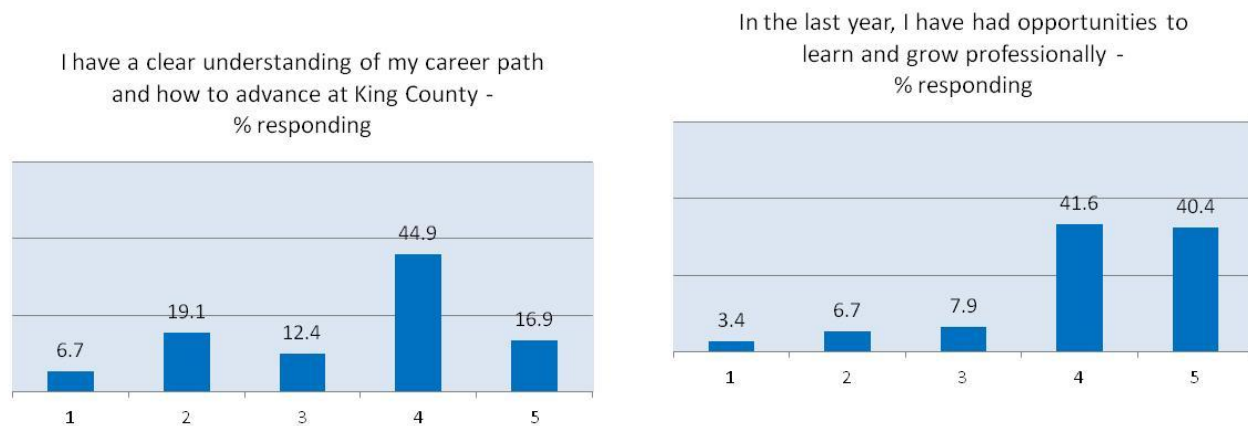
Finally, Executive Offices respondents report having a solid understanding of how their performance relates to the goals and objectives of their work group.

PERSONAL DEVELOPMENT AND ACHIEVEMENT

With regard to Personal Development and Achievement, employees in the Executive Offices report somewhat less positive responses regarding their understanding of their career paths and how to advance at King County. Respondents also reported a moderate perception of the level of training provided by the County. However, employees largely feel individually responsible for keeping their knowledge and capabilities current and would take advantage of training opportunities whenever available.

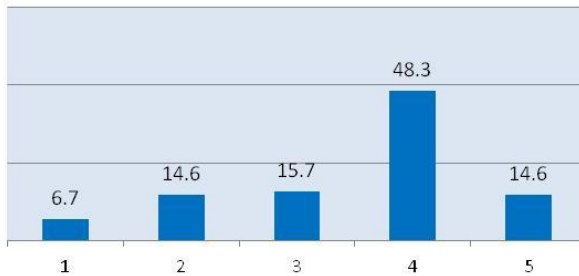


As these distribution charts illustrate, over half of Executive Office employees respond positively regarding their understanding of their career path and how to advance. This is one of the more “mixed” distributions for this department. More than three-quarters of employees, however, report that they have had the opportunity to learn and grow professionally in the past year.

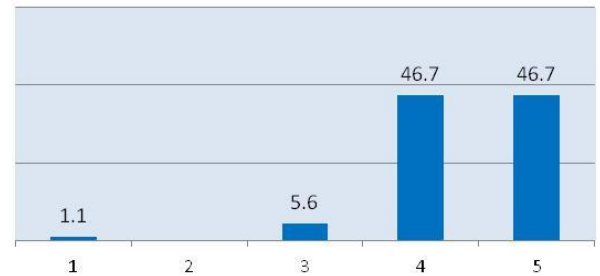


More than half of Executive Offices employees think King County supports training programs to help employees perform. However, as the chart illustrates, this question elicited a higher number of neutral to negative responses than some other questions, particularly given the otherwise very high responses to questions by this group of employees.

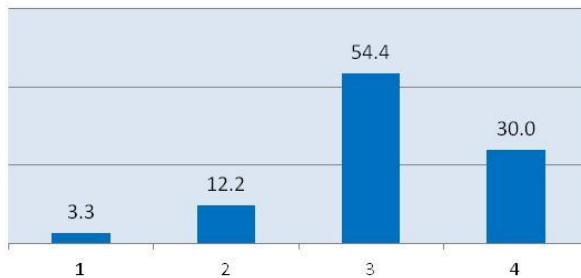
King County supports training to help employees perform effectively - % responding



I feel personally responsible for keeping my knowledge and capabilities current - % responding



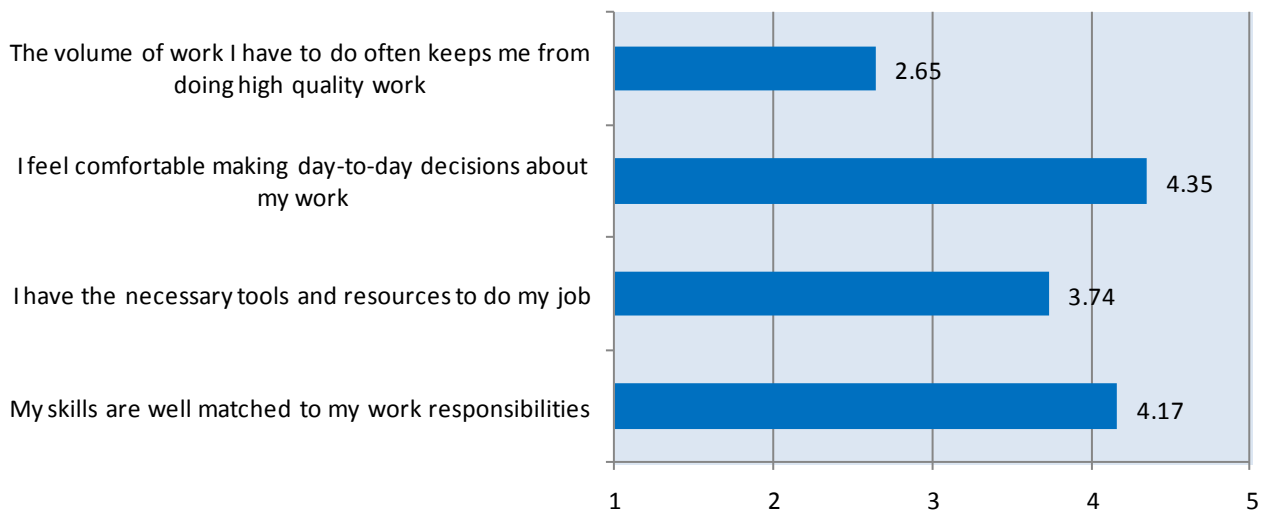
When available, I take advantage of training opportunities - % responding



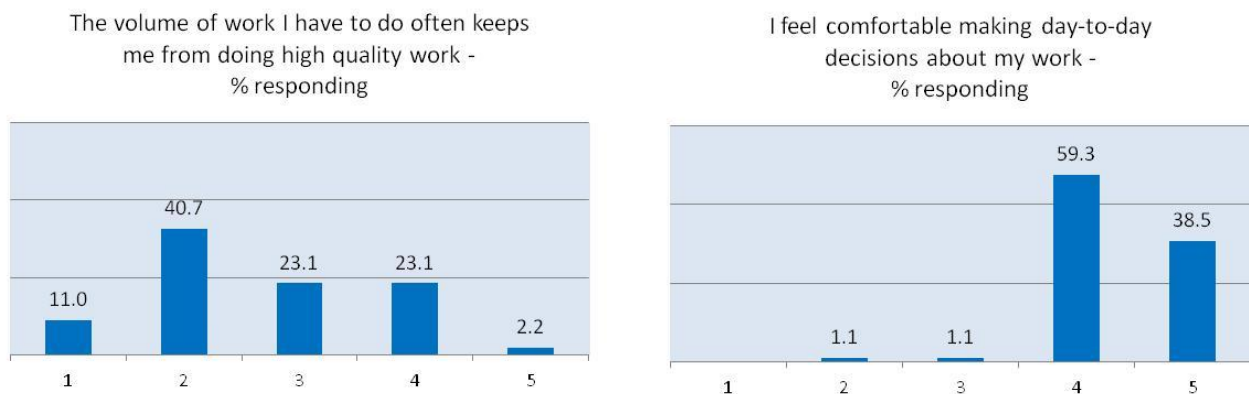
The vast majority of employees feels responsible for keeping their knowledge and skills current. And, more than 80% would take advantage of training if offered.

RESOURCES AND DECISION-MAKING

Employees in the Executive Offices, similar to employees across King County, often feel overworked⁴, reporting some of the lowest scores for this department in this study. However, respondents express positive perceptions of their level of comfort making day-to-day decisions about work. Most feel their skills are well-matched to their work responsibilities, but more neutral about the adequacy of resources to do their jobs.

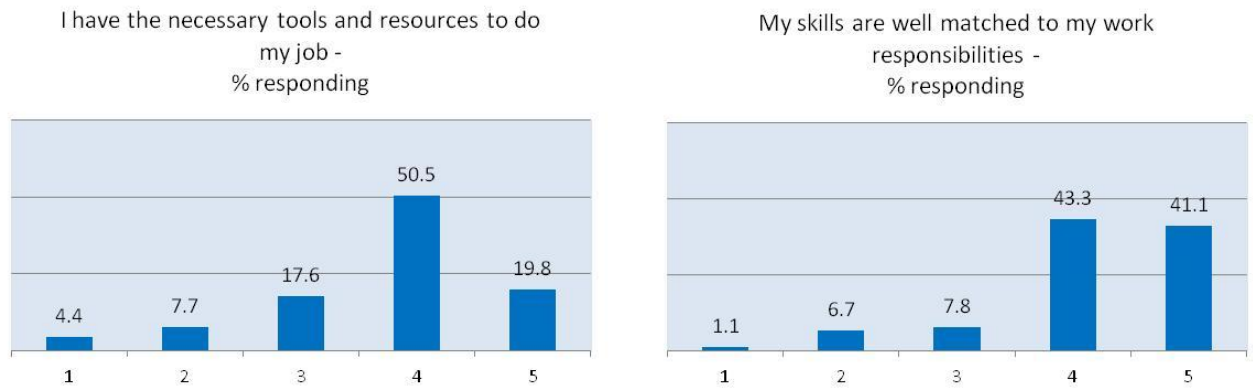


The distribution charts illustrate that over half of Executive Offices feel overworked. However, most employees feel comfortable making day-to-day decisions regarding work.



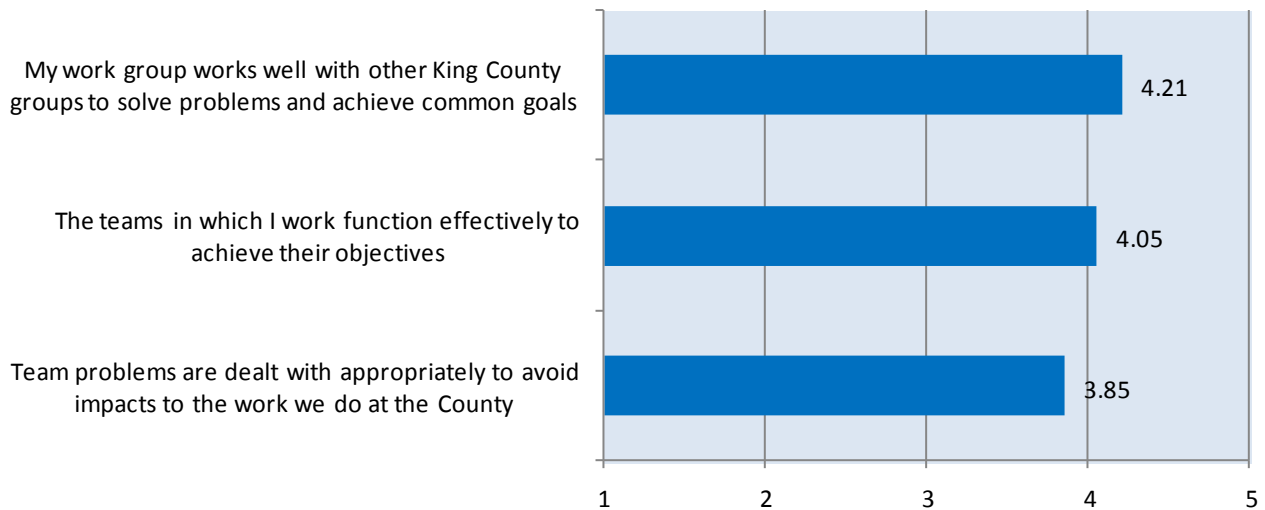
⁴ The original question in this section was, “The volume of work I have often keeps me from doing high quality work.” This question was “recoded” so the average can be compared with other averages in this section. The recode transforms the data so the mean (average) is always calculated with ‘1’ being low and ‘5’ being high. Thus, the wording in the chart was reworded to reflect the recoded scores.

The vast majority of Executive Offices employees believes their skills are well-matched to work responsibilities, and they are positive about adequate resourcing with more than 70% reporting positive responses.

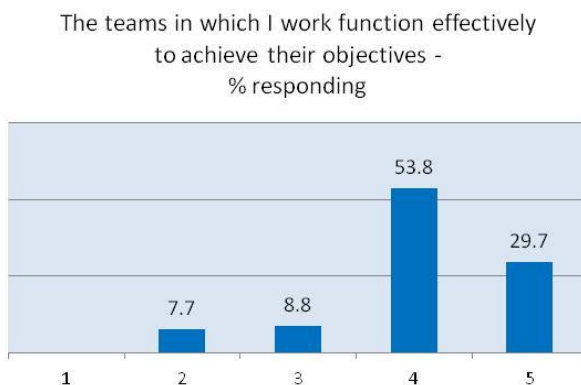
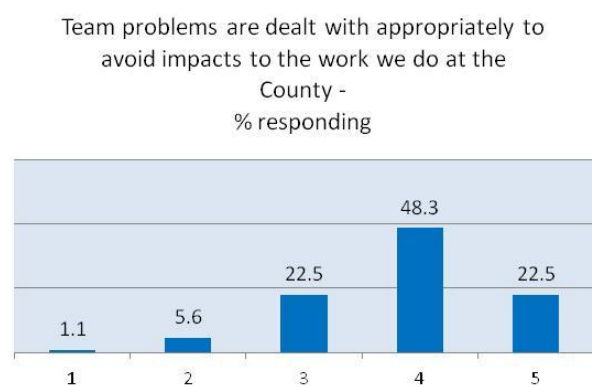
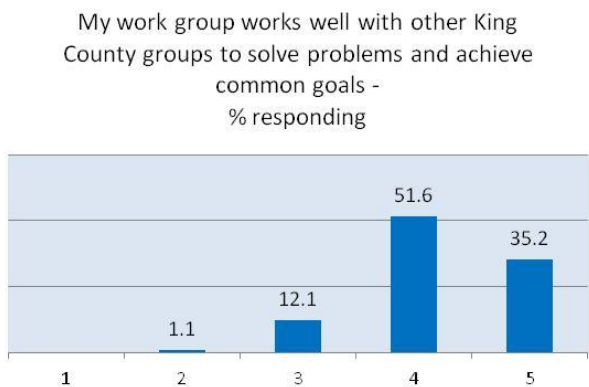


TEAMWORK

Overall, employees in the Executive Offices have a positive perception of collaboration with outside departments and within the department itself. Respondents are slightly less positive regarding how the office deals with team problems, though this average is still high compared to that reported by other departments and divisions.



Executive Offices respondents are very positive about their work group's collaboration with other King County Groups, with the vast majority answering positively. They also largely believe that their own teams function effectively.



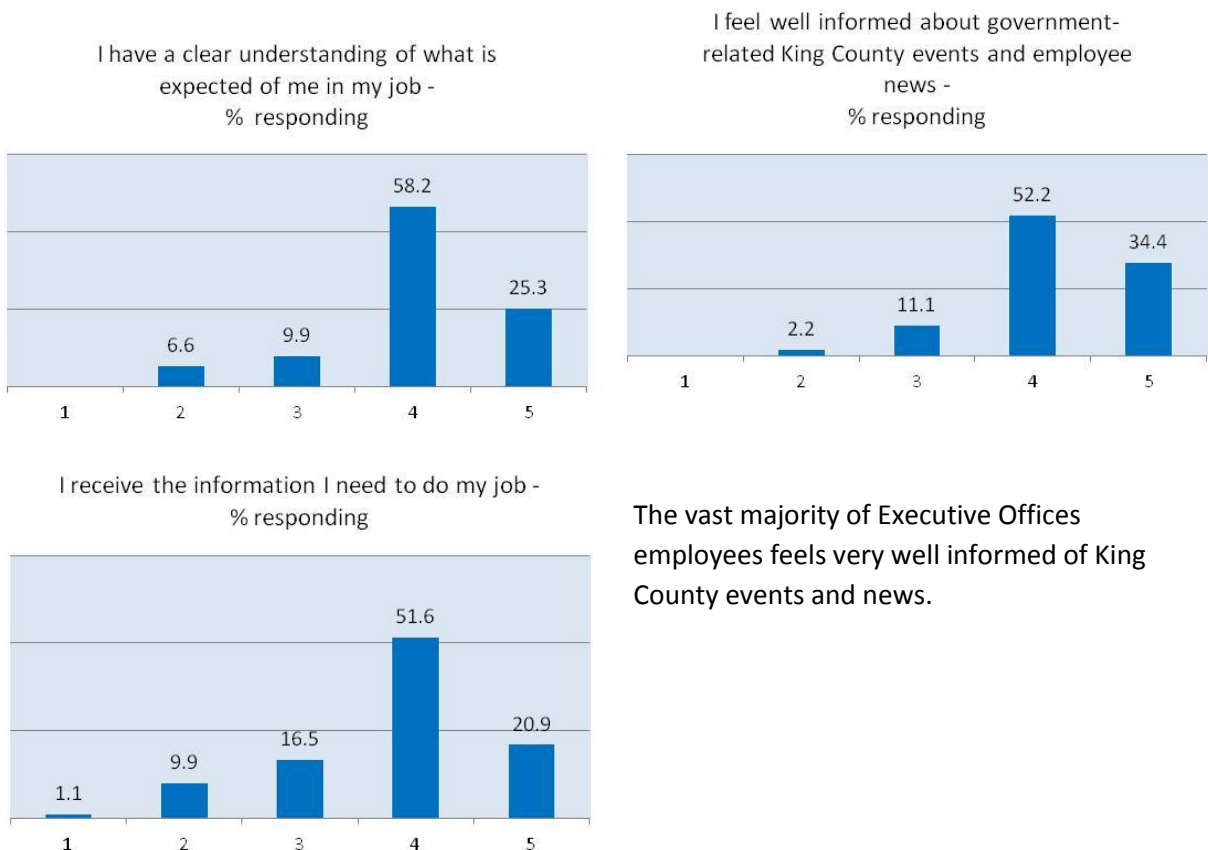
Relative to how team problems are dealt with to avoid work impacts, over two-thirds of employees report positive perceptions, but there are a higher number of neutral responses to this question.

COMMUNICATION

Respondents from the Executive Offices expressed positive perceptions of communication. The vast majority of employees has a clear understanding of what is expected of them and feel well-informed about government-related King County events and employee news. Most employees also believe they have the information necessary for job performance.



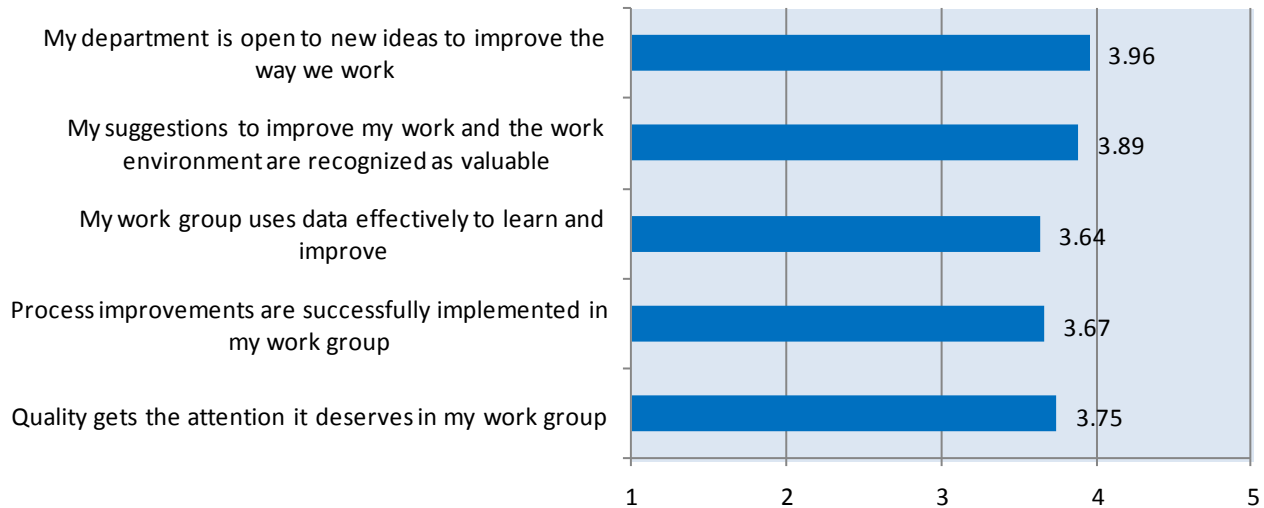
Employees in the Executive Offices are solidly positive about communication efforts, with over three-quarters reporting that they have a clear understanding of job expectations and have necessary information to do their jobs.



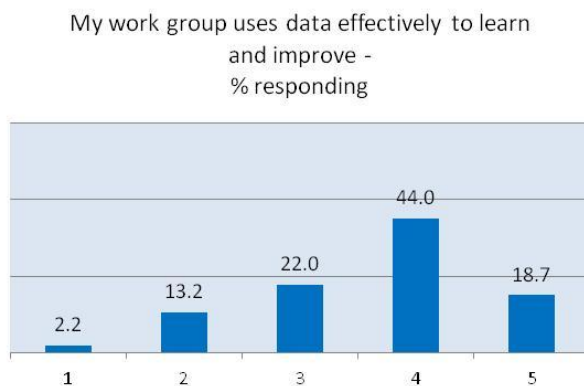
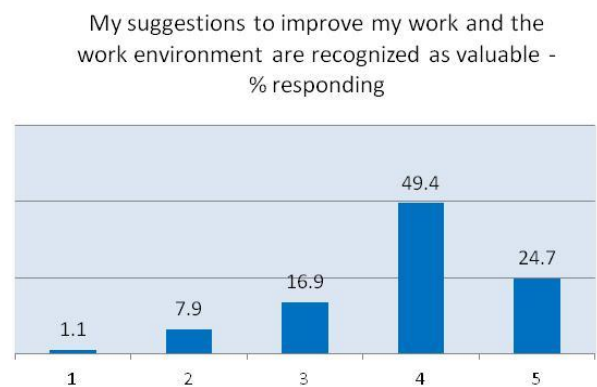
The vast majority of Executive Offices employees feels very well informed of King County events and news.

CONTINUOUS IMPROVEMENT

Executive Offices respondents expressed somewhat positive perceptions of continuous improvement across questions. However, scores are much more positive for questions in this section of the survey than responses from King County employees overall.

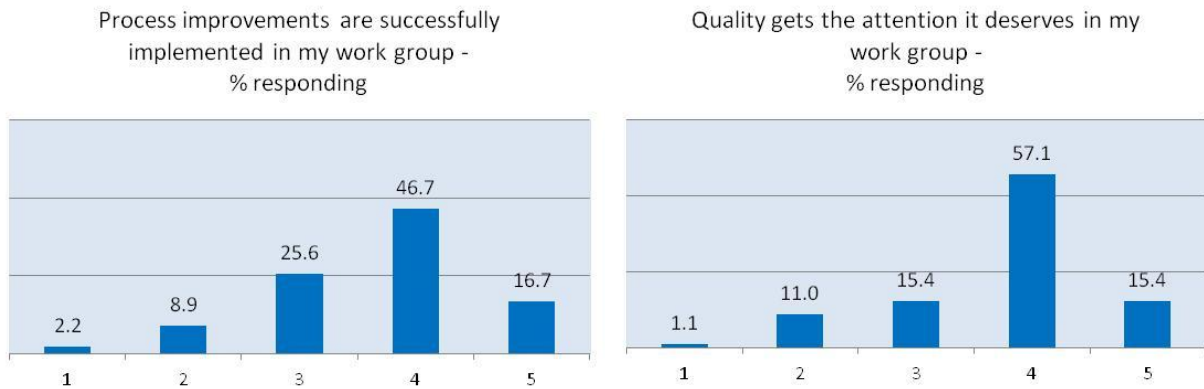


The distribution charts below illustrate that almost 80% of employees believe the department is open to new ideas. Asked if their suggestions to improve work are recognized as valuable, two-thirds of Executive Offices respondents answered positively.



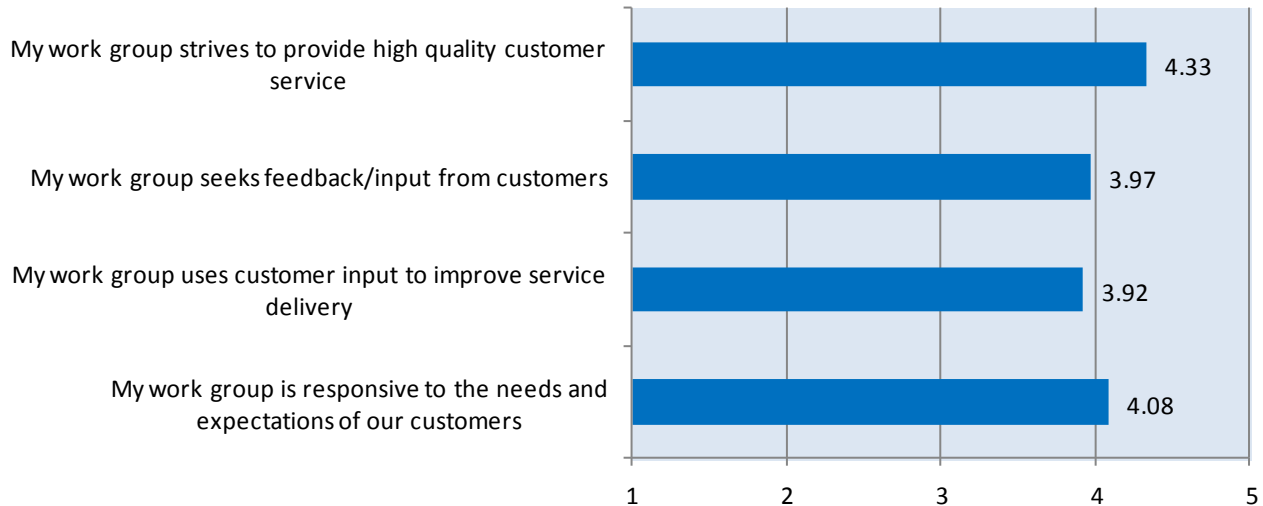
The majority of Executive Offices employees believe their department uses data effectively for improvement.

When asked about the successful implementation of process improvements within the department, almost two-thirds of respondents answered positively to very positively. Similarly, over two-thirds of respondents report satisfaction with the attention paid to quality in their department.



CUSTOMER SERVICE

Employees in the Executive Offices report strongly positive perceptions of the department's efforts to provide high quality customer service and of the group's responsiveness to customer needs. Respondents are also positive when asked if the office seeks feedback directly from customers and when asked if the group uses customer input to improve service delivery.

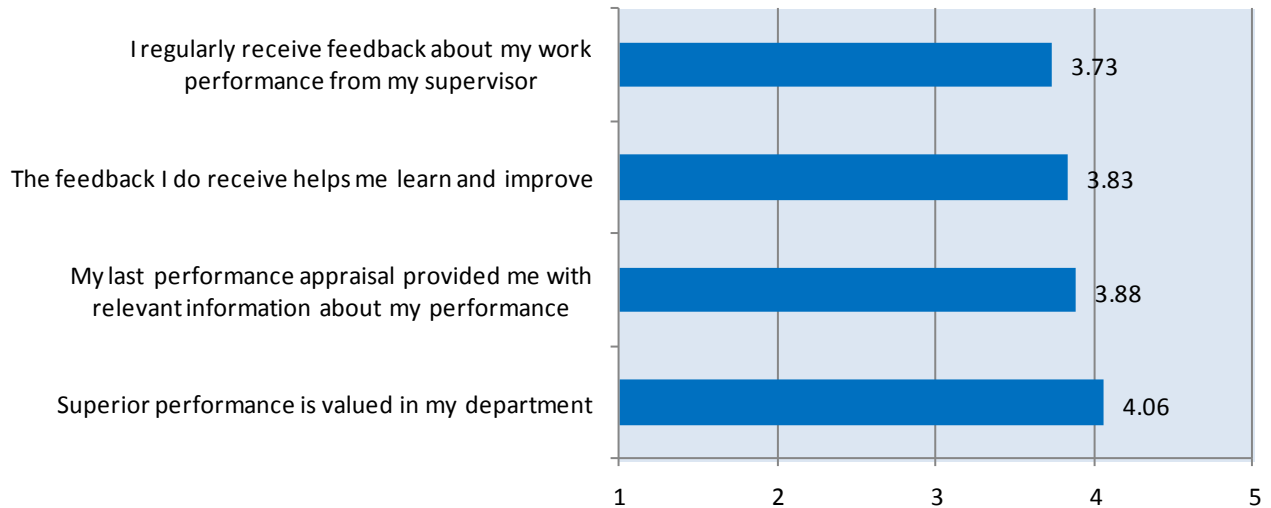


These distributions demonstrate very strong positive perceptions of customer service. The vast majority of employees thinks their work groups strive to provide high quality customer service and respond to customer needs. The majority believe the department adequately seeks input from customers and uses that data to improve service delivery.

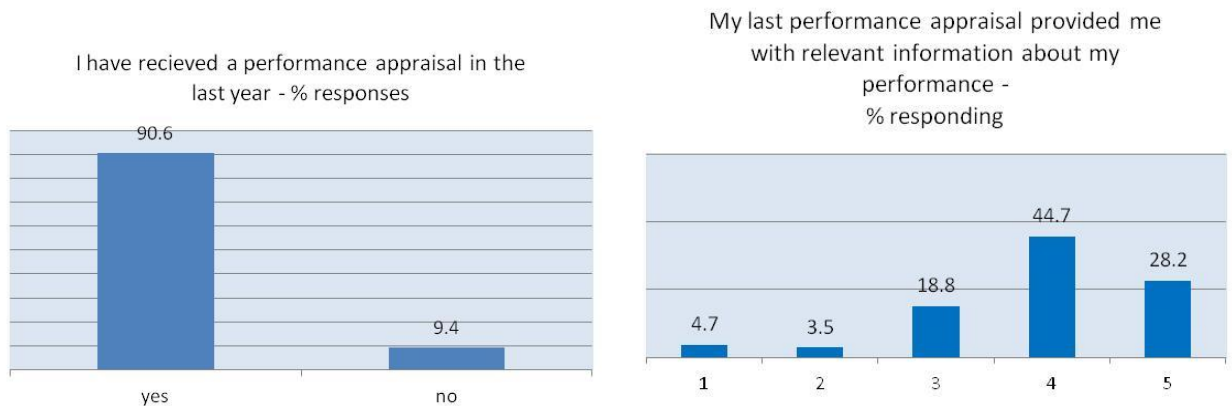


PERFORMANCE COMMUNICATION

Respondents in the Executive Offices are somewhat positive about performance communication from supervisors, with slightly more positive scores than overall King County employees. However, responses relative to regular feedback are still less positive than responses to other questions by Executive Office employees across this survey.

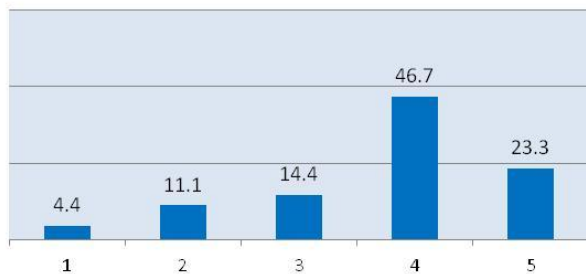


The vast majority of respondents in the Executive Offices receives a formal performance appraisal in the last year and over 70% believe their last performance appraisal provided them with relevant performance information.

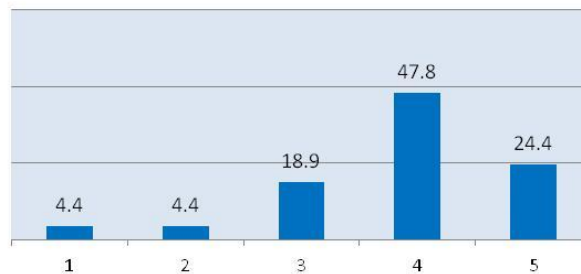


Asked if they receive regular feedback about their performance from their supervisor, over two-thirds of Executive Offices employees answered positively and 70% report that this feedback helps them learn and improve.

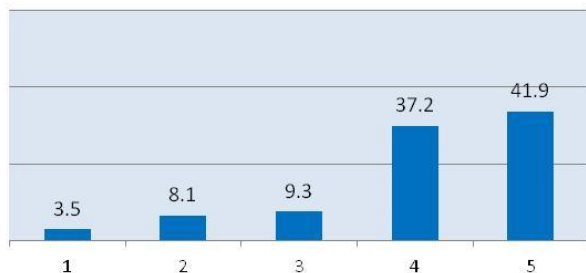
I regularly receive feedback about my work performance from my supervisor -
% responding



The feedback I do receive helps me learn and improve -
% responding



Superior performance is valued in my department -
% responding



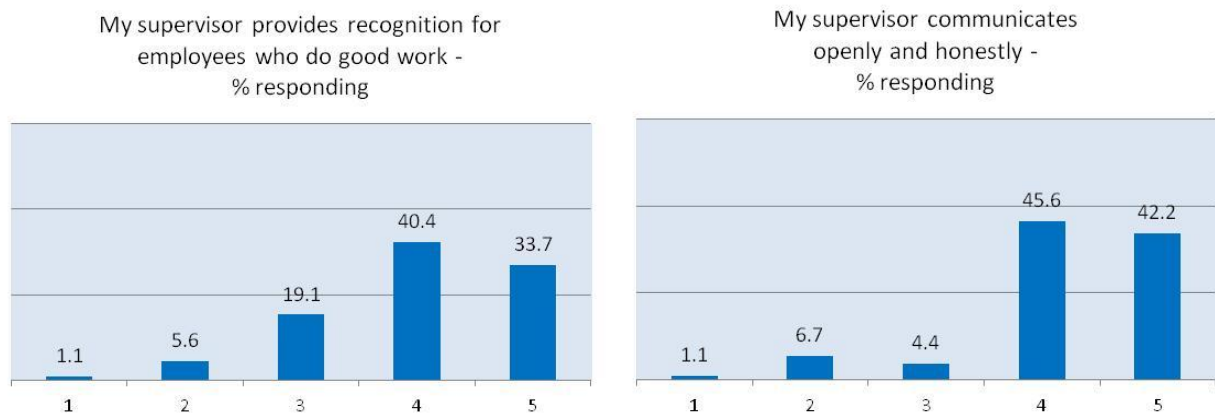
Finally, asked if superior performance is valued in the Executive Offices, almost 80% of respondents answered positively.

SUPERVISION

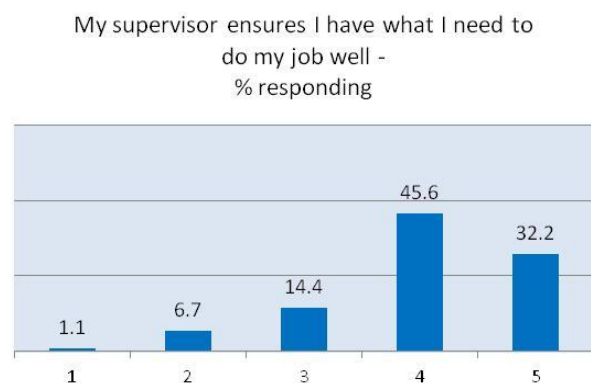
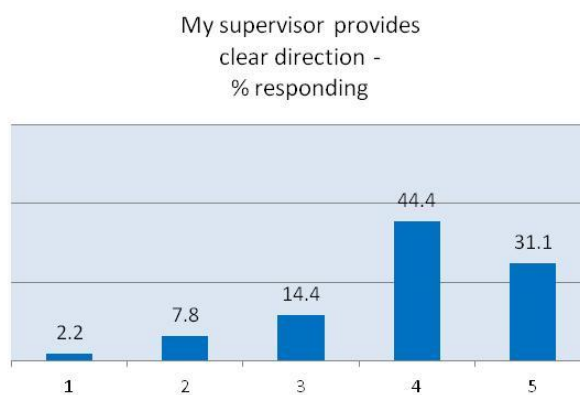
Perceptions of supervision from employees in the Executive Offices are somewhat positive. Employees definitely feel that their supervisors communicate openly and honestly and that supervisors encourage continuous improvement. Most employees report positive perceptions of their supervisors, though the scores are somewhat moderate regarding providing recognition, clear direction and resources.



Over 70% of Executive Offices employees report that they receive recognition for good work, and over 80% report positive perceptions of their supervisor's open and honest communication.



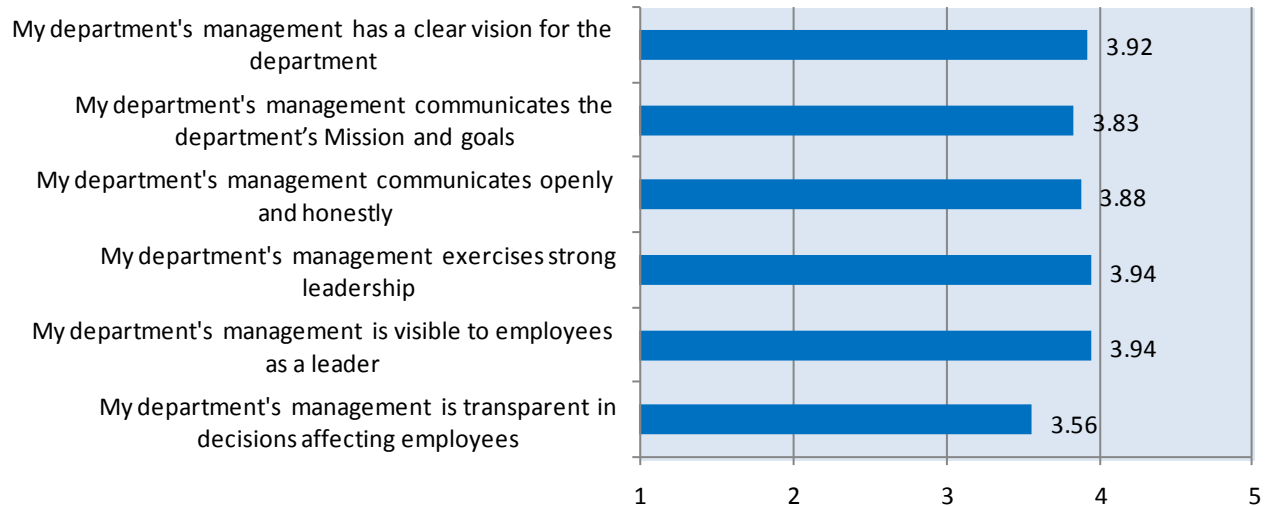
Over 80% of Executive Offices respondents report that their supervisor encourages continuous improvement. They are still positive, however slightly less so, regarding supervisors providing clear direction.



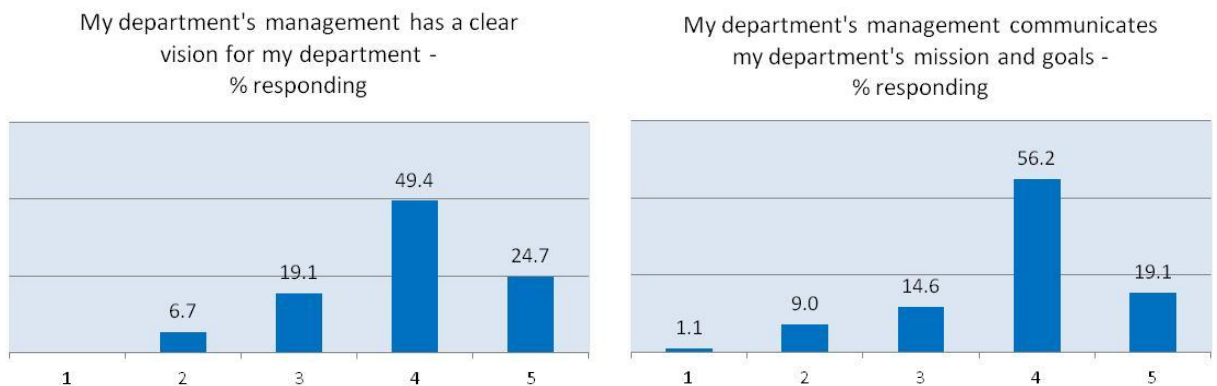
Asked if supervisors provide adequate resources, Executive Offices respondents were very positive, with more than three-quarters providing positive perceptions.

MANAGEMENT

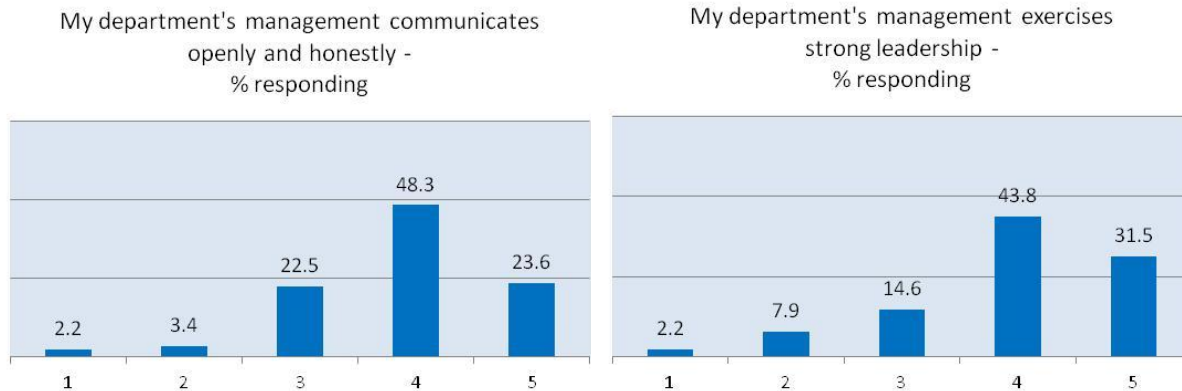
Executive Offices respondents are somewhat positive regarding perceptions of Department Management. Employees are the most positive about management's articulation of vision for the department and regarding strong leadership exercised by management. Employees are somewhat less positive about department management's transparency in decision making.



These distribution charts illustrate that over two-thirds of Executive Offices respondents believe department management has a clear vision for the department, with approximately three-fourths reporting perceptions. Similarly, three-fourths report feeling positive about how their management communicates Executive Offices' mission and goals.



While responses are still largely positive, there are slightly more neutral responses regarding open and honest communication from management. Asked if management exercises strong leadership, the majority of Executive Offices respondents report positive to very positive perceptions.



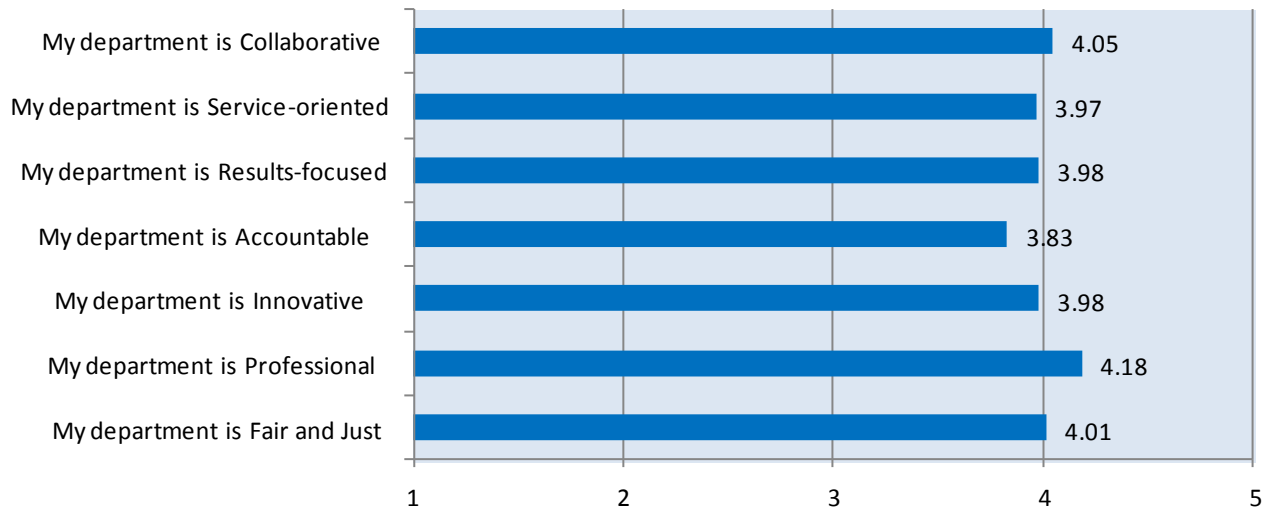
Executive Offices employees mostly believe that department management is visible to employees as leaders, with 75% offering positive responses. Responses are more mixed regarding department management's transparency in decision making.



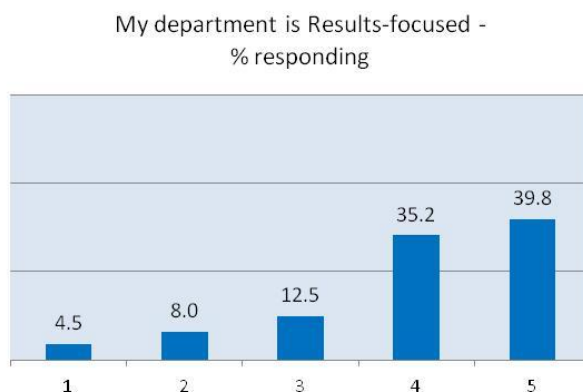
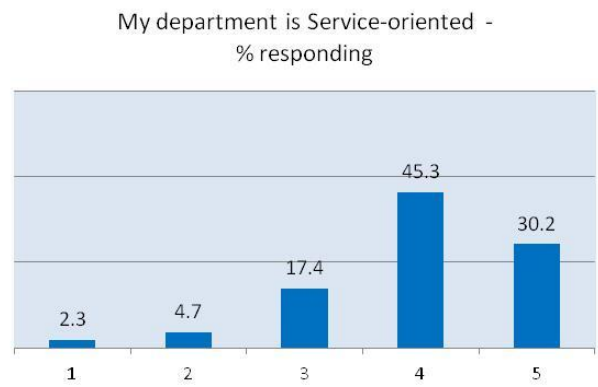
These scores for management are quite high when compared to the King County overall average. While among less positive responses for this group of employees, these results illustrate the "distance" between managers and employees caused by information flow and appropriate messaging. Across the study, managers are perceived less positively by employees primarily because managers, by design, must implement policies or initiatives that may not be popular to the average employee. That responses in this department are so high suggests both a stronger connection between employees and their leadership as well as the real likelihood that employees at Executive Offices have more information about the rationale for policies and changes than employees from other departments.

GUIDING PRINCIPLES

These results report the extent to which employees believe their departments reflect County guiding principles. Respondents in the Executive Offices express positive perceptions, with professionalism being the most positively perceived principle. Employees also feel that the office is collaborative, service-oriented and results-focused.



Executive Offices employees largely perceive their department as collaborative, with over 70% responding positively. Respondents also strongly characterize their department as service-oriented.



Employees largely also believe their department is results-focused, with 75% responding positively.

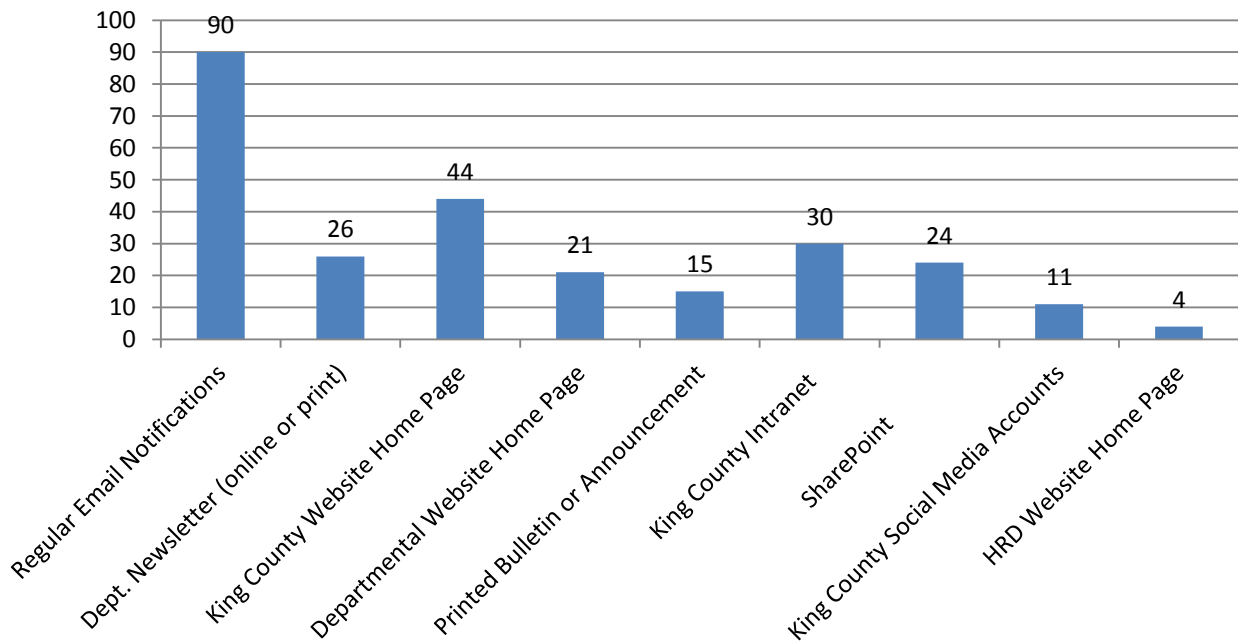
Executive Offices employees largely believe the department is accountable, with over two-thirds offering positive perceptions. Respondents are also positive about innovation in the department and about perceived professionalism. When asked if Executive Offices are fair and just, department employees are positive, but do report a higher number of neutral responses.



Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Similar to the findings of King County overall, most Executive Offices employees prefer to receive information by email. Other communication preferences are distributed across the chart, with very little variation, likely dependent upon function and specific purpose.



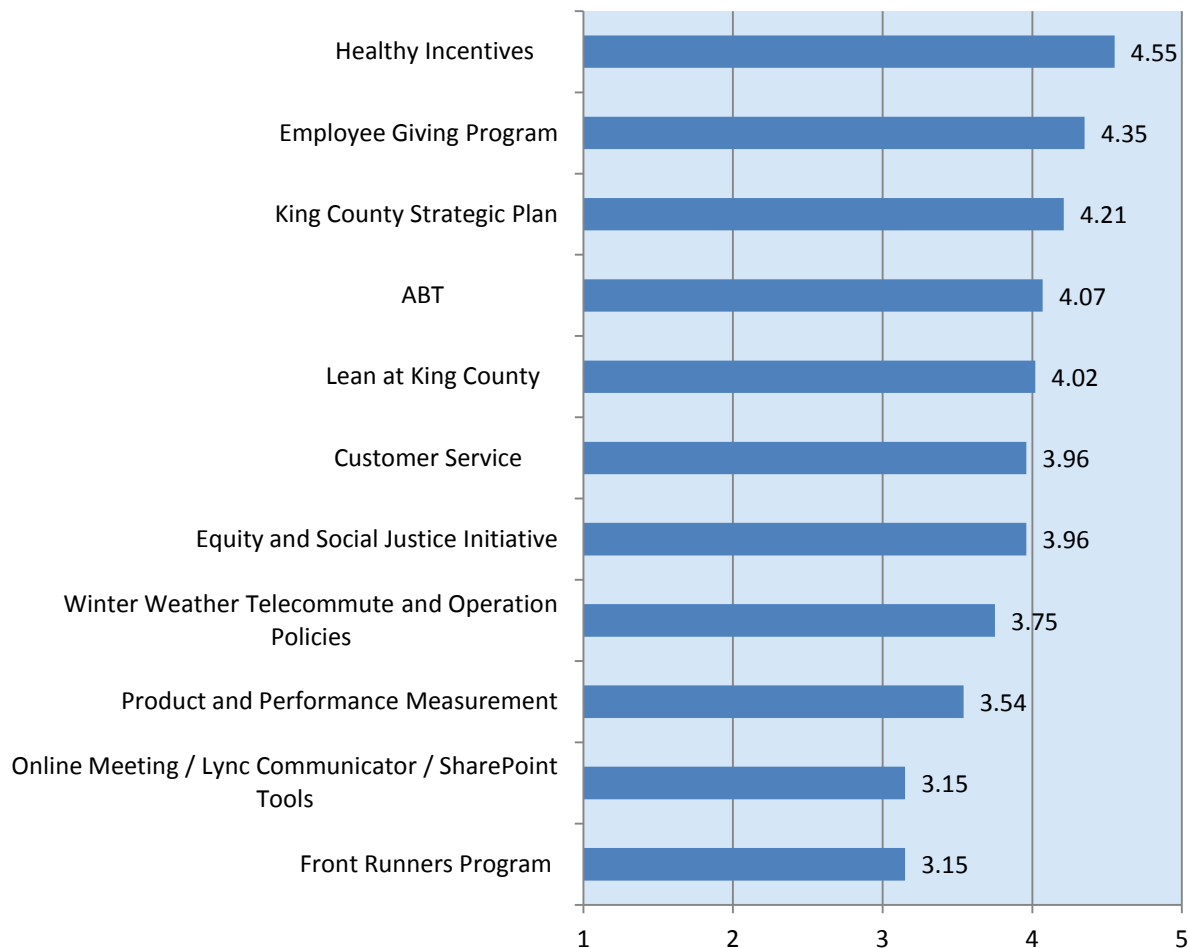
Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Executive Offices' results in this category are consistent with the King County overall results in that most employees are very familiar with Healthy Incentives and least familiar with Front Runners. Not surprisingly, Executive Offices employees are significantly more familiar with most County initiatives than employees surveyed across King County departments.

FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group





King County

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as “One King County” to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government’s most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,
King County Executive

Lloyd Hara,
King County Assessor

Sherril Huff,
King County Elections Director

Dan Satterberg,
King County Prosecutor

Sue Rahr,
King County Sheriff

Larry Gossett, Chair
King County Council District 2

Jane Hague, Vice Chair
King County Council District 6

Bob Ferguson,
King County Council District 1

Kathy Lambert,
King County Council District 3

Larry Phillips,
King County Council District 4

Julia Patterson,
King County Council District 5

Pete von Reichbauer,
King County Council District 7

Joe McDermott,
King County Council District 8

Reagan Dunn,
King County Council District 9

2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or
KCEmployeeSurvey@kingcounty.gov

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- | | |
|--|---|
| <input type="checkbox"/> Adult & Juvenile Detention | <input type="checkbox"/> DNRP: Parks & Recreation |
| <input type="checkbox"/> Assessments | <input type="checkbox"/> DNRP: Solid Waste |
| <input type="checkbox"/> Community & Human Services | <input type="checkbox"/> DNRP: Wastewater Treatment |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center) | <input type="checkbox"/> DNRP: Water & Land Resources |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division) | <input type="checkbox"/> DOT: METRO Transit |
| <input type="checkbox"/> DES: FMD (Facilities Management Division) | <input type="checkbox"/> DOT: Road Services |
| <input type="checkbox"/> DES: HRD (Human Resources Division) | <input type="checkbox"/> DOT: Fleet Administration |
| <input type="checkbox"/> DES: ORM (Office of Risk Management) | <input type="checkbox"/> DOT: Airport |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management) | <input type="checkbox"/> DOT: Director's Office |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services) | <input type="checkbox"/> DOT: Marine |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections |
| <input type="checkbox"/> Development & Environmental Services | <input type="checkbox"/> Executive Offices (including PSB) |
| <input type="checkbox"/> DNRP: Director's Office | <input type="checkbox"/> Judicial Administration |
| | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
| | <input type="checkbox"/> King County Information Technology |
| | <input type="checkbox"/> Prosecuting Attorney's Office |
| | <input type="checkbox"/> Public Health |
| | <input type="checkbox"/> Sheriff's Office |

OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Work Environment						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Mission and Goals						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
Personal Development and Achievement						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
Resources and Decision-Making						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Teamwork						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
Communication						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
Continuous Improvement						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
Customer Service						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Performance Management						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0

YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	

GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is Collaborative	1	2	3	4	5	0
My Department is Service-oriented	1	2	3	4	5	0
My Department is Results-focused	1	2	3	4	5	0
My Department is Accountable	1	2	3	4	5	0
My Department is Innovative	1	2	3	4	5	0
My Department is Professional	1	2	3	4	5	0
My Department is Fair and Just	1	2	3	4	5	0

COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5

BACKGROUND QUESTIONS

The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.

Is supervising employees a part of your job?

☐ Yes ☐ No

Are you represented by a union?

☐ Yes ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- | | |
|--|--|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist) | |
| <input type="checkbox"/> Transit Operator | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech) |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer) | |
| <input type="checkbox"/> Supervisor/Lead | |
| <input type="checkbox"/> Mid-Level Management | |
| <input type="checkbox"/> Senior/Executive Management | |

What is your primary work location?

☐ Downtown Seattle ☐ Other work location

How long have you worked for King County?

☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐ More than 20 years

Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.

THANK YOU FOR COMPLETING THIS SURVEY